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from the employe's point of view which is of real value in enabling the employment department and the proper departmental executive to remedy conditions which tend to impair the efficiency of the workers. It is quite natural that a comparative record of discharges by reasons and by departments should have the effect of reducing the number of employes who are discharged for superficial reasons.

In closing, let me point out that by the very nature of its field, the employment department must be a service department. It is not an operating department, but it should work hand-in-glove with the operating departments, helping them in a genuinely sincere way to increase their own efficiency, through increasing the efficiency of their employes. It should not seek credit for what it does, only results—on which in the end it must stand or fall. Many of its achievements for the improvement of the working force must be accomplished indirectly, by counsel and advice, and the credit oftentimes must go elsewhere—but that, of course, is of minor significance. If by its activity, either direct or indirect, there results permanent economic advantage to the company through the improvement of its human relations, the employment department will take its place in the organization as one of the productive departments.

THE WORK PROGRAM OF THE EMPLOYMENT MANAGERS' ASSOCIATION OF BOSTON

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Introductory Note. Credit for the formation of the Employment Managers' Association of Boston should be given to the Vocation Bureau of Boston. The Director, Meyer Bloomfield, had for some time believed that it was desirable to bring employment managers together to discuss the problems of their work. In 1910 an extensive investigation was inaugurated among the larger mercantile and industrial establishments in regard to vocations open to boys and young men. In this connection the Vocation Bureau came in contact with many employment managers, and found them in favor of conferences on employment subjects. Responding to this sentiment such conferences were arranged by the Bureau resulting eventually in the formation of the Association.

The Employment Managers' Association, like other similar organizations, was formed several years ago by the Vocation

Bureau which urged that the selection, training and management of employees constituted a distinct problem in commercial and industrial work, just as important and as deserving of individual attention as sales, finances or production. It is hardly within the scope of this statement to trace the transition from the days when the greater portion of our business men thought that "hiring and firing" comprised all there was to the employment problem, to the present time when this factor in the building of a successful organization is being divided and sub-divided into elements which are surprising in the importance of their effect on successful administration. It is sufficient to say that with the appreciation of the real importance of this subject those interested came to realize that progress would be made more rapidly if there were some medium through which they could exchange the results of their work and combine to study more thoroughly the question at hand. This led to the formation of a conference of employment managers from which grew the Employment Managers' Association.

For some time the Association undertook to do nothing more than to hold meetings and conferences, but of late it has been decided that the time has arrived when it should do something of more definite and practical value to the employment manager and his firm. The following outline of the work program is submitted as an indication of the activities proposed, subject of course to such changes, omissions, and additions as future developments may require. Briefly, the purposes lying behind the work planned for the future are, first, to increase the knowledge and effectiveness of those who are engaged in employment work and to provide a means whereby they can keep in touch with the latest developments of the day, and second, to emphasize the importance of "Employment Management" and to impress this upon the business world as well as upon those who are actually in the work.

These purposes are accomplished chiefly by the holding of meetings and conferences and the securing of publicity for the activities of the Association. The objects of the Association as stated in the constitution are as follows:

1. To discuss problems of employees; their training and efficiency.
2. To compare experiences which shall throw light on failures and successes in conducting the employment department.
3. To invite experts or other persons who have knowledge of the best methods

or experiments for ascertaining the qualifications of employees, and providing for their advancement; and more particularly to study the questions connected with the most effective employment of young people.

In addition to this, any organization, to be effective, must stand ready at any time to direct its attention to the solving of problems which confront the majority of its members. There are also many services of a special nature that it is called upon to perform as an aid to the individual.

Quite properly the chief work of the Association is to study and investigate all problems relating to employees, and in order to facilitate the consideration and investigation of these questions those in which the Association is interested have been divided roughly into four groups as follows: The selection of employees, their training, their management, and special work among them. There have been organized four special committees, one for each group, to study these questions. The meetings of these committees will be conducted in the form of round table discussions and will be open to all members of the Association. By holding these meetings on successive weeks, there will be one practically every week, which may be attended by members desiring to study employment problems thoroughly and systematically. The conclusions reached by these conferences are to be made the subject of brief written reports which will be submitted to the Association at the regular meetings for such further discussion as the importance of the topic may warrant. These reports will, in the course of time, form a collection of material and information of decided value. The possibilities of results to be obtained from this plan are most attractive and promising, especially if the committee members prepare for the conferences by investigation and research work.

It is to be expected that these conferences will lead to considerable activity on the part of the organization as the discussions of the various round tables will develop the need of further research work or of definite action by the Association.

Some of the principal topics which have been suggested under each group for consideration by the different committees are as follows:

Selection of Employees

Sources of Supply; Methods of Securing Applicants; Examinations (general, mental, physical, for special positions); Standard Application Blanks; Investigation of Credentials; Relative Value of Qualifications; Choosing between Applicants; Selection of Young or Inexperienced for Training and Promotion; Value of Immigrant Labor; Value of Previous Training and Education; Necessity of Planning for Future in Choosing Employees; Keeping Track of Former Employees; Waiting List; Coöperation with Foreman, Superintendent and Heads of Departments.

Training Employees

Necessity of Immediate Preliminary Instruction; Instruction in Shop; Special Classes; Company Schools; Outside Education; Part Time Schools; Continuation or Night Schools; Technical Schools; Need of these in each Industrial and Business Community; Correspondence Schools; Training for Promotion; Coöperation with School Authorities to Secure Proper Preliminary Training; Defects in Present Educational Methods from Employers' Standpoint; Vocational Training, its Value to Employers; Danger to Employee's Health in Outside Educational Work.

Management

Advantage of Proper Surroundings and Conditions; Hygiene; Morale; Securing and Retaining Interest, Enthusiasm and Loyalty; Shop Rules; Piece Work; Accident Prevention; Advantages of Employees Organization; Transfer from one Department to Another; Promotion; Weeding out Undesirables and Inefficient; Cost of Breaking-in New Employees; Eliminating Turnover; Cost of Shutdown; Discharge.

Special Work among Employees

Health; Recreation; Rest Rooms; Thrift; Insurance; Pensions; Credit Unions; Bonus Systems; Profit-Sharing; General Advice; Living Conditions; Social Life; Vocational Aid and Advice; Help in Securing a Better or More Suitable Position.

The Association will also serve as a consultation board offering to members an opportunity to have their individual problems discussed. Under this plan a member may submit a question upon which he would like to have the opinion of other members. This problem will be presented impersonally by the presiding officer at one of the round table discussions or else submitted to the members by means of a mail questionnaire. From the resulting discussion, the member will secure the benefit of the experience and expert judgment of others. The material thus collected will be of value not only to the member asking the question but to others who may

find themselves confronted with the same problem at some future time.

In addition to the committee meetings mentioned above, the Association will hold its regular monthly dinners, at which the larger problems or special matters of current importance will be discussed as well as the committee reports. In the past the Association has been fortunate in having as speakers men prominent in various activities, but it is the present intention not to depend entirely upon outside speakers. These will be called in whenever it is thought that they have something definite to contribute to the problems in hand. As the members themselves are experts of practical experience, it seems that the largest development will result from drawing them out and securing greater individual research and investigation. In other words, it is the idea that the Association meetings shall take more the form of a conference, considering the problems which confront the members and calling in such outside expert advice as is needed from time to time, or inviting to its meetings men who may contribute new ideas to the discussion.

In connection with all of the various activities of the Association, there will arise a constant need for research work and independent investigation, and plans are being made to have this done when necessary, by the members individually if possible rather than by hiring experts.

One of the interesting features of the Boston program is the schedule of visits to the establishments of the various concerns represented. The purpose of these is to study at first hand employment methods in actual use. It has been found that it is possible to have only one of these visits a month. In order to secure more definite and uniform results from these trips, a standard program of features to be noted is being prepared. From this may develop plans for "surveys" whereby a firm may secure through the Association an employment analysis together with criticisms and recommendations for desirable changes.

In order to facilitate the exchange of information between members, there is being compiled a general card index of the methods employed in the various concerns and of the subjects or problems which have been investigated by members individually, by their firms, or by committees of the Association, so that when

information is wanted on any particular subject, this index will show immediately the available sources. As an illustration, there will be contained in this index a list of firms who maintain special training schools for their employees, so that when any other member wishes to decide whether he would secure better results by installing such a school in his own establishment, the secretary can immediately tell him whom to consult. Other divisions of this index of information will contain a list of selected books and monographs on problems of employment; lists of employment bureaus and agencies; a catalogue of educational classes and training schools available for employees. There is also under consideration the establishment of a department to keep a record of laws and state regulations which effect the members and to keep them informed of changes that are made and of new rules issued by the state boards or government authorities. The Association will issue, at frequent intervals, a bulletin containing notices of Association activities, requests for information, and suggestions as an aid to carrying forward the program outlined.

In closing this rather condensed summary of the things which the Boston Association is planning to take up, it might not be amiss to repeat the statement made at the beginning, that the Association as an organization desires to make itself of the greatest service to its members, both individually and collectively, doing whatever may seem to be of the most benefit, but concentrating its efforts upon the things of immediate importance. Further than this the Association has a duty to perform in bringing home to business men the need of their giving proper attention to employment questions, if they are to build for lasting and permanent success. Every man should realize that the prosperity of his business depends largely on his employes, their loyalty and their efficiency. These can be secured only by painstaking attention to details of employment management.